

URBAN/MUNICIPAL

CA40NHBL V89

AS6

1987

ANNUAL REPORT OF THE HAMILTON
ENTERTAINMENT AND CONVENTION
FACILITIES INC.



Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/527-7900

DRAFT

HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

1987

URBAN MUNICIPAL

ANNUAL REPORT

NOV 10 1988

GOVERNMENT DOCUMENTS

NOTES:

1. The statistical figures for December, 1987 and the year end totals are estimated. The actual year end statistical figures will be inserted as soon as they become available.
2. When the 1987 HECFI ANNUAL REPORT is finalized early in 1988, it will be edited, prepared and printed in its final presentation form for general distribution.



Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/527-7900

1987 ANNUAL REPORT

TABLE OF CONTENTS

<u>Page Number(s)</u>	<u>Sections</u>
1.	1987 Board of Directors and Officers
2. - 3.	1987 Standing Committees
4.	Chairman's Message
5. - 7.	Managing Director/Chief Executive Officer's Message
8. - 13.	Hamilton Convention Centre
14. - 22.	Hamilton Place Theatre
23. - 30.	Copps Coliseum
31. - 37.	Central Utilities Plant
38.	Corporate/Marketing Services
39. - 41	Corporate/Finance & Administration, HECFI Overall, Central Utilities Plant



TABLE OF CONTENTS

TABLE OF CONTENTS

Page	Section
1	Introduction
2	Chapter I: General Principles
3	Chapter II: Specific Applications
4	Chapter III: Conclusions
5	Appendix A: Data Collection
6	Appendix B: Statistical Analysis
7	Appendix C: References
8	Index



Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/527-7900

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

1987 BOARD OF DIRECTORS

Mayor Robert Morrow
Alderman Brian Hinkley
Alderman Reg Wheeler
Alderman Tom Murray
Alderman John Gallagher
Mr. David Braley
Mr. Terry Yates, F.C.A.
Mr. Tom Casey
Mr. Sam Cino, F.C.A.
Mr. David Hector, C.A.
Mr. Webb McFarland, C.M.A., C.G.A.
Dr. Chris Bart, Ph.D., C.A.
Mr. Duncan Beattie
Mr. Norman Levitt

1987 OFFICERS

Chairman of the Board
First Vice-Chairman
Second Vice-Chairman
Past Chairman

Alderman Brian Hinkley
Mr. Terry Yates, F.C.A.
Alderman John Gallagher
Mr. David Braley



THE NATIONAL ENVIRONMENTAL AND CONSTRUCTION ACT

1. PURPOSE AND SCOPE

The purpose of this Act is to establish a national system of environmental and construction standards and to provide for the enforcement of such standards. The scope of this Act shall include all construction projects and all environmental impacts resulting from such projects.

2. DEFINITIONS

For the purposes of this Act, the following definitions shall apply: "Construction project" means any project involving the construction, reconstruction, or alteration of any building, structure, or facility; "Environmental impact" means any change in the environment, whether such change is caused by a construction project or by any other activity; "National system" means the system of standards and enforcement established by this Act.



Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/527-7900

THE HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC.

1987 STANDING COMMITTEES

AUDIT & FINANCE COMMITTEE

Mr. W. H. McFarland, Chairman
Dr. C. Bart, Vice-Chairman
Mr. D. Hector
Mr. S. Cino
Mr. N. Levitt

HAMILTON CONVENTION CENTRE COMMITTEE

Mr. T. Yates, Chairman
Alderman R. Wheeler, Vice-Chairman
Mr. D. Beattie
Mr. N. Levitt
Mr. D. Braley



THE HAMILTON CORPORATION AND ASSOCIATES FACILITIES

1961 STAFFING LIST

ADVISORY BOARD

Mr. J. W. McArthur, Chairman
Mr. J. W. McArthur, Chairman
Mr. J. W. McArthur, Chairman
Mr. J. W. McArthur, Chairman
Mr. J. W. McArthur, Chairman

HAMILTON CORPORATION OFFICE STAFF

Mr. J. W. McArthur, Chairman
Mr. J. W. McArthur, Chairman
Mr. J. W. McArthur, Chairman
Mr. J. W. McArthur, Chairman
Mr. J. W. McArthur, Chairman



Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/527-7900

HAMILTON PLACE THEATRE COMMITTEE

Mr. D. Hector, Chairman
Mr. S. Cino, Vice-Chairman
Alderman R. Wheeler
Mr. T. Casey
Dr. C. Bart

COPPS COLISEUM/CENTRAL UTILITIES PLANT COMMITTEE

Alderman T. Murray, Chairman
Mr. D. Beattie, Vice-Chairman
Mr. W. McFarland
Alderman J. Gallagher
Mr. T. Casey
Mr. D. Braley



MANUALS AND INSTRUCTIONS

Mr. J. H. ...
Mr. J. H. ...
Mr. J. H. ...
Mr. J. H. ...
Mr. J. H. ...

MANUALS AND INSTRUCTIONS

Mr. J. H. ...
Mr. J. H. ...
Mr. J. H. ...
Mr. J. H. ...
Mr. J. H. ...



Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/527-7900

CHAIRMAN'S MESSAGE

NOTE:

The **CHAIRMAN'S MESSAGE** will be inserted after all the actual year end statistical figures are available.



RECEIVED
JAN 10 1964
U.S. DEPARTMENT OF
THE ARMY

U.S. DEPARTMENT OF
THE ARMY
JAN 10 1964

OFFICE OF THE SECRETARY

THE FOLLOWING INFORMATION IS FOR YOUR INFORMATION
ALL THE INFORMATION IS FOR YOUR INFORMATION
AND IS NOT TO BE USED FOR ANY OTHER PURPOSE

Page 1



MANAGING DIRECTOR/CHIEF EXECUTIVE OFFICER'S MESSAGE

HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC. at the end of 1987 completes its second full year as a corporation set up to manage and operate the HAMILTON CONVENTION CENTRE, HAMILTON PLACE THEATRE and COPPS COLISEUM on behalf of The Corporation of The City of Hamilton.

The year was an eventful one both from a patron's viewpoint as well as administratively.

Administratively, further adjustments were made in the organization with the restructuring of the Marketing Department. Marketing facility use reverted to being primarily the responsibility of each of the facility management Directors, while the support marketing services area will continue to be provided from a centralized Marketing Services Department.

The HECFI Compensation Study was completed in 1987 and by mid-year all HECFI permanent full-time non-union employees were classified and salary slotted under the new HECFI Compensation Plan.

The Greater Hamilton area enjoyed a very vigorous and vibrant economy in 1987, dampened only in the last quarter by the dramatic stock market crash. To date, HECFI has not been noticeably affected by the stock market crash and as a result 1987 will go into the books as a record year with an Operating Surplus of \$1,070,000.

The Operating Surplus was generated primarily as a result of the following contributing factors:

- (i) record revenue from the HAMILTON CONVENTION CENTRE of \$2.875 million - an increase of 16.7% over 1986;
- (ii) record revenue from COPPS COLISEUM of \$1,768,197.- an increase of 21.4% over 1986 in spite of being closed for almost eight weeks for the replacement of the arena floor;
- (iii) approximately \$225,000. of the Marketing budget went unspent;
- (iv) expenditures were monitored tightly and controlled.



CONFIDENTIAL EXCLUDED FROM PUBLIC RELEASE

...of the ...
...of the ...
...of the ...

The ... was ...
... of the ...

... of the ...
... of the ...
... of the ...

The ... of the ...
... of the ...
... of the ...

The ... of the ...
... of the ...
... of the ...

The ... of the ...
... of the ...
... of the ...

Approximately 1,455,647. patrons attended or participated in events and activities in HECFI facilities in 1987. Some of the highlight events or activities in 1987 were:

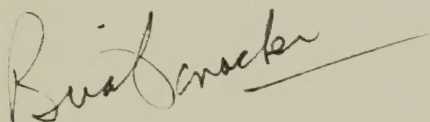
- Labatt Canada Cup (88,174 - Copps Coliseum);
- Disney On Ice (70,459 - Copps Coliseum);
- The Moscow Circus Canada '87 (60,606 - Copps Coliseum);
- John Cougar Melencamp in Concert (12,193 - Copps Coliseum);
- Hulkamania (18,141 - Copps Coliseum);
- 3 Broadway Summer Musicals (27,500 - Hamilton Place Theatre);
- Soviet Army Chorus and Dance Ensemble (2,191 - Hamilton Place Theatre);
- Hungarian National Folk Ensemble (2,191 - Hamilton Place Theatre);
- Geritol Follies (21 Sold-Out Performances - Hamilton Place Theatre);
- Electron Microscopy Convention (1,500 - Hamilton Convention Centre);
- Association of Community Colleges Convention (1,000 - Hamilton Convention Centre);
- Canadian Society of Lab Technologists Convention (2,000 - Hamilton Convention Centre);
- Christian Heritage Party Convention (1,000 - Hamilton Convention Centre);
- Ontario Motorcoach Convention (700 - Hamilton Convention Centre);
- Canada Cup Dinner (750 - Hamilton Convention Centre);
- B'nai B'rith Dinner (900 - Hamilton Convention Centre);
- Oktoberfest (1,000 - Hamilton Convention Centre);
- Festitalia (2,000 - Hamilton Convention Centre);
- Home Show (30,000 - Hamilton Convention Centre);
- Boat Show (12,000 - Hamilton Convention Centre).

As can be seen, the three HECFI facilities provide a full and diverse spectrum of cultural, entertainment, sport and business events and activities for the Greater Hamilton and surrounding areas to enjoy.

The challenge to improve and expand the use of the three facilities for the benefit of citizens in the Greater Hamilton and surrounding areas is one which management must and will continue to meet and conquer in future years. 1987 has set yet another standard to strive to exceed in 1988.

In concluding, HECFI management wants to express our deepest appreciation for all of those who assisted in the endeavours of HECFI in 1987. In particular, we commend the volunteer Board of Directors who have served so well. Your continued confidence and support is appreciated.

Respectfully submitted,

A handwritten signature in dark ink, appearing to read "Brian K. Conacher", with a long horizontal flourish extending to the right.

Brian K. Conacher
Managing Director/CEO



HAMILTON
CONVENTION
CENTRE

115 King Street West
Hamilton, Ontario
Canada L8P 4T9
Tel. 416/523-5883

HAMILTON CONVENTION CENTRE



OVERVIEW

1987 exceeded all expectations for the HAMILTON CONVENTION CENTRE. Revenues were up, percentage of space used was up, and for the first time one of the months broke \$400,000. The forecast of \$2.35 million was surpassed by 22% and the approximately \$2.875 million earned was 17% over 1986. November, always a busy month, had a revenue of \$420,000. Only one month, September, was down, and then only by \$11,000.

The Hamilton Convention Centre has exceeded revenue budgets every year since 1982, when \$1.42 million in revenue was achieved. This year, five years later, 1987 will show revenue doubled to approximately \$2.875 million. Additionally, each succeeding year has brought the municipal contribution down, and 1987 will be the first year that the Hamilton Convention Centre shows an excess of revenue over expenditures from operations.

FUTURE SALES

Sales forecast for 1987 were also surpassed. For a budget of \$2.6 million, the Sales Department will have achieved approximately \$3.4 million, which is 31% over budget and 35% over 1986.

Convention sales, trade and consumer shows, and meeting sales, all expanded appreciably. The Hamilton Convention Centre held its own, when compared to 1986, in large banquets and weddings.

OPERATIONS

The success of the year for the Hamilton Convention Centre was the large number of conventions that were held in the facility. There were 24 events, which was 20% over 1986, providing approximately 50,000 delegate days with \$6 million direct spending coming into the City of Hamilton in new money, which translates into a ripple effect throughout the Region of Hamilton-Wentworth of \$18 million.

The Boat Show was a new trade show for the Centre in 1987, and joined such established shows as The Home Show, The Home Improvement Show, Women's World, The Bridal Show and Festival of Friends.

Large banquets included The Canada Cup Dinner, the Football Hall of Fame Dinner, B'nai B'rith, Proctor and Gamble, and Dofasco.

Special Events were numerous and included Oktoberfest, Festitalia, Mardi Gras, the Steeler Mile, the Holstein Cattle Auction, Wintario and the Ontario Karate Championships.

PERSONNEL

Three full-time staff left in 1987 and have been or will be replaced. Because of the large increase in business, the Hamilton Convention Centre staff was increased by three permanent employees.

The Sales Department was added to the Hamilton Convention Centre toward the end of the year. One Sales Executive has left and will be replaced in the New Year, and a further Sales Executive was also added late in the year for a total representative staff of four, including the Sales Manager.

AREAS FOR IMPROVEMENT

Temperature control continues to be a problem at the Hamilton Convention Centre according to Client Evaluations, and this problem is being worked on continually.

Because of the high employment situation in the area, hiring and retention of competent part-time staff continues to be a problem. The recent decision by the HECFI Board of Directors to raise hourly part-time wages will go a long way in solving this problem, and it will be closely monitored in 1988.

80
81
82
83
84
85
86
87
88
89
90
91
92
93
94
95
96
97
98
99
100

Page No. 10

HAMILTON CONVENTION CENTRE

1987

YEAR END

STATISTICAL EVENTS REPORT

MONTH	*** OF EVENTS/PERFORMANCES*** OVER/(UNDER)		***** OF EVENT DAYS***** OVER/(UNDER)		*****ATTENDANCE***** OVER/(UNDER)		***** OF SQ FT USED***** OVER/(UNDER)	
	PROJECTED	ACTUAL	PROJECTED	ACTUAL	PROJECTED	ACTUAL	PROJECTED	ACTUAL
JANUARY	75		28		11,972		534,693	
FEBRUARY	80		28		21,090		998,341	
MARCH	60		31		38,381		1,384,798	
APRIL	80		28		35,707		1,200,267	
MAY	80		30		25,014		1,138,854	
JUNE	68		29		34,296		882,459	
JULY	25		25		6,087		577,006	
AUGUST	31		20		11,367		652,346	
SEPTEMBER	50		28		101,466		1,574,120	
OCTOBER	92		29		85,233		1,963,928	
NOVEMBER	88		30		45,131		1,812,168	
DECEMBER	69		24		9,726		352,831	
TOTALS	798		330		425,470		13,071,811	

NOTES:

1. Number of Event Days includes Move-in/Move-out/Rehearsal days.
2. Total SQ FT available per day is 104,868 SQ FT.
3. Projections were not available for 1987.

HAMILTON CONVENTION CENTRE
YEAR END
BY TYPE OF EVENT

TYPE OF EVENT	TOTAL # OF EVENTS/ PERFORM	% OF TOTAL	TOTAL EVENT REVENUE	% OF TOTAL	ATTENDANCE	% OF TOTAL
BANQUETS	40	5.0%	\$99,300	3.5%	6,534	1.5%
RECEPTION/BANQUETS	202	25.3%	\$832,700	29.0%	39,075	9.2%
RECEPTIONS	47	5.9%	\$123,100	4.3%	7,380	1.7%
MEETINGS	192	24.1%	\$127,400	4.4%	33,091	7.8%
MEETING/RECEPTIONS	27	3.4%	\$37,300	1.3%	3,735	0.9%
MEETING/BANQUETS	160	20.1%	\$188,300	6.5%	11,146	2.6%
WEDDINGS	41	5.1%	\$221,300	7.7%	6,607	1.6%
CONVENTIONS	27	3.4%	\$751,300	26.1%	54,295	12.8%
TRADE/CONSUMER SHOWS	19	2.4%	\$314,600	10.9%	232,352	54.6%
OTHER (ENTERTAINMENT ETC.)	43	5.4%	\$179,700	6.3%	31,255	7.3%
TOTAL	798	100.0%	\$2,875,000	100.0%	425,470	100.0%

HAMILTON CONVENTION CENTRE
YEAR END
BY ORIGIN OF EVENT

ORIGIN OF EVENT	TOTAL # OF EVENTS	% OF TOTAL	TOTAL EVENT REVENUE	% OF TOTAL	ATTENDANCE	% OF TOTAL
LOCAL/COMMUNITY	659	82.6%	\$1,718,481	59.8%	176,836	41.6%
PROVINCIAL	114	14.3%	\$623,354	21.7%	207,356	48.7%
NATIONAL	25	3.1%	\$533,165	18.5%	41,278	9.7%
INTERNATIONAL	0	0.0%	\$0	0.0%	0	0.0%
TOTAL	798	100.0%	\$2,875,000	100.0%	425,470	100.0%

NOTE:

LOCAL/COMMUNITY events include those from the Greater Hamilton and Burlington area.



HAMILTON
PLACE
THEATRE

Box 2080, Station A
Hamilton, Ontario
Canada L8N 3Y7
Tel. 416/525-3100

HAMILTON PLACE THEATRE

COMMUNITY/EDUCATIONAL PROGRAMMING

The annual presentation of a play by students in association with the Hamilton Place Theatre is a well established tradition. In 1991, the Hamilton Place Theatre, in association with the Hamilton Convention Centre, presented a play by students of the Hamilton Place Theatre. The play was a comedy, and the students of the Hamilton Place Theatre were the main cast. The play was a success, and the students of the Hamilton Place Theatre were praised for their performance. The Hamilton Place Theatre is committed to providing a high quality of programming for its audience, and the annual presentation of a play by students is a key part of this commitment.



OVERVIEW

The 1987 effort to fulfill the programming mandate was highlighted by the successful presentation of three major Broadway Musicals during the previously unproductive July to Labour Day period and the notable success of the New Faces program as NEW FACES 1987 CABARET on a break-even basis.

- Performances that will be remembered for their excellence, popularity or as an unusual opportunity for our audience include the previously mentioned musicals which played to 27,500 paid attendance with gross revenues in excess of \$850,000.
- Opera Hamilton established new highly praised artistic standards and new attendance records with their productions of ANDREA CHENIER and LA BOHEME.
- THE HUNGARIAN NATIONAL FOLK ENSEMBLE and the SOVIET ARMY CHORUS AND DANCE ENSEMBLE were especially well received.
- Individual artists of note included CHARLEY PRIDE, VICTOR BORGE, GEORGE CARLIN, BRUCE COCKBURN and GENE PITNEY. THE NYLONS and THE GATLIN BROTHERS were well received.
- TANGO ARGENTINA, THE WARSAW BALLET and I'M NOT RAPPAPORT provided unique opportunities to Hamilton Place Theatre patrons though attendance was low.
- THE BACH-ELGAR CHOIR and THE HAMILTON PHILHARMONIC ORCHESTRA will end the year with sold out performances of Handel's MESSIAH and THE CANADIAN BRASS WITH THE BACH-ELGAR.

COMMUNITY/EDUCATIONAL PROGRAMMING

- The annual presentation of High School students in association with the Boards of Education in a full scale musical production began in 1983. THE BOY FRIEND, an excellent production, did not achieve budgeted revenue in 1987. As an alternative to discontinuing this important community educational project, plans have been approved to move the 1988 production ANYTHING GOES to Sir John A. MacDonald. It is anticipated that the program will break-even as budgeted.

- NEW FACES '87 CABARET exceeded our hopes and expectations. From previous reports, you are aware of the variety of performing opportunities the audiences addressed and the impressive number of performances-42.
- The performers reached many segments of our community and made an excellent contribution to a variety of programs and events.
- By midsummer there were more requests for appearances by the company than could be met.
- High standards of production and performance were achieved.
- Requests for the NEW FACES '87 CABARET appearances during the winter and spring - ten as of this date - have been received and extension of the program has been undertaken.
- The program succeeded financially. The limited funds available at the start were augmented by local grants and fee payments. Four young people - who had volunteered their services - were given honoraria equivalent to the limited wage payments to those in the Federal S.E.E.D. program.

CAREER DAYS IN MUSIC AND THEATRE

These full day seminars, designed to acquaint high school students with opportunities for continuing education and/or career opportunities in the performing arts, are in their eighth year under the sponsorship and administration of Hamilton Place in association with 32 schools. Guidance is provided by 32 professionals and educators. Four hundred students participate. It is considered of vital importance as a positive vocational guidance experience.

HAMILTON PLACE THEATRE

1987

YEAR END

FINANCIAL ANALYSIS

=====

MONTH	TOTAL REVENUE PER FINANCIAL STATEMENTS			TOTAL EXPENDITURES PER FINANCIAL STATEMENTS			*****MUNICIPAL CONTRIBUTION*****		
	PROJECTED	ACTUAL	OVER/(UNDER)	PROJECTED	ACTUAL	(OVER)/UNDER	PROJECTED	ACTUAL	(OVER)/UNDER
JANUARY & FEBRUARY	\$222,791	\$205,455	(\$17,336)	\$316,809	\$290,817	\$25,992	\$94,018	\$85,362	\$8,656
MARCH	\$173,982	\$103,960	(\$70,022)	\$198,443	\$136,660	\$61,783	\$24,461	\$32,700	(\$8,239)
APRIL	\$140,952	\$89,193	(\$51,759)	\$178,226	\$183,025	(\$4,799)	\$37,274	\$93,832	(\$56,558)
MAY	\$159,189	\$183,833	\$24,644	\$189,771	\$204,357	(\$14,586)	\$30,582	\$20,524	\$10,058
JUNE	\$121,472	\$197,648	\$76,176	\$183,806	\$228,152	(\$44,346)	\$62,334	\$30,504	\$31,830
JULY	\$70,515	\$151,514	\$80,999	\$138,224	\$235,864	(\$97,640)	\$67,709	\$84,350	(\$16,641)
AUGUST	\$176,806	\$81,998	(\$94,808)	\$246,988	\$134,018	\$112,970	\$70,182	\$52,020	\$18,162
SEPTEMBER	\$123,496	\$246,647	\$123,151	\$171,242	\$250,471	(\$79,229)	\$47,746	\$3,824	\$43,922
OCTOBER	\$162,488	\$128,196	(\$34,292)	\$199,679	\$218,554	(\$18,875)	\$37,191	\$90,358	(\$53,167)
NOVEMBER	\$152,620	\$133,517	(\$19,103)	\$196,174	\$177,546	\$18,628	\$43,554	\$44,029	(\$475)
DECEMBER	\$159,519	\$204,913	\$45,394	\$194,448	\$217,390	(\$22,942)	\$34,929	\$12,477	\$22,452
TOTALS	\$1,663,830	\$1,726,874	\$63,044	\$2,213,810	\$2,276,854	(\$63,044)	\$549,980	\$549,980	\$0

NOTE:

1. A reconciliation of TOTAL REVENUE PER FINANCIAL STATEMENTS (above) to TOTAL EVENT REVENUE shown on the YEAR-TO-DATE EVENT REVENUE REPORT is available from the Director of Finance and Administration upon request.

HAMILTON PLACE THEATRE
GREAT HALL
1987
YEAR END

STATISTICAL EVENT REPORT
=====

MONTH	*****# OF EVENTS/PERFORMANCES**** OVER\ (UNDER)		*****# OF EVENT DAYS***** OVER\ (UNDER)		*****ATTENDANCE***** OVER\ (UNDER)	
	PROJECTED	ACTUAL	PROJECTED	ACTUAL	PROJECTED	ACTUAL
JANUARY	12		13		13,948	
FEBRUARY	21		22		35,229	
MARCH	12		12		14,920	
APRIL	14		13		20,458	
MAY	21		30		27,555	
JUNE	28		22		42,879	
JULY	14		12		17,177	
AUGUST	6		5		9,429	
SEPTEMBER	15		22		21,716	
OCTOBER	17		17		21,064	
NOVEMBER	28		23		42,606	
DECEMBER	23		20		19,416	
TOTALS	205	211	225	211	275,000	286,397
		6		(14)		11,397

NOTE:

1. Number of Event Days includes Move-in/Move-out/Rehearsal days.
2. Projections were not available for 1987.

HAMILTON PLACE THEATR.
STUDIO THEATRE
1987
YEAR END
STATISTICAL EVENT REPORT
=====

MONTH	*****# OF EVENTS/PERFORMANCES**** OVER\ (UNDER)		*****# OF EVENT DAYS***** OVER/ (UNDER)		*****ATTENDANCE***** OVER/ (UNDER)	
	PROJECTED	ACTUAL	PROJECTED	ACTUAL	PROJECTED	ACTUAL
JANUARY	0		0		0	
FEBRUARY	51		47		10,650	
MARCH	26		31		7,389	
APRIL	21		14		4,563	
MAY	37		37		10,043	
JUNE	12		11		4,018	
JULY	1		1		350	
AUGUST	3		3		941	
SEPTEMBER	1		1		230	
OCTOBER	29		34		7,937	
NOVEMBER	11		8		2,315	
DECEMBER	28		29		8,148	
TOTALS	196	220	232	216	50,000	56,584
		24		(16)		6,584

NOTE:

1. Number of Event Days includes Move-in/Move-Out/Rehearsal days.
2. Projections were not available for 1987.

HAMILTON PLACE THEATRE
GREAT HALL
YEAR END
BY TYPE OF EVENT

TYPE OF EVENT	TOTAL # OF EVENTS/ PERFORM	% OF TOTAL	TOTAL EVENT REVENUE	% OF TOTAL	ATTENDANCE	% OF TOTAL
SYMPHONIC CONCERTS	58	27.5%	\$201,875	13.5%	91,529	32.0%
CHORAL CONCERTS	11	5.2%	\$59,982	4.0%	12,718	4.4%
BAND CONCERTS	8	3.8%	\$37,927	2.5%	9,884	3.5%
POP/M. O. R.	6	2.8%	\$65,141	4.4%	9,095	3.2%
COUNTRY/WESTERN	8	3.8%	\$71,381	4.8%	12,892	4.5%
BROADWAY/REVIEW	38	18.0%	\$403,914	27.0%	48,134	16.8%
ROCK/CONTEMPORARY	9	4.3%	\$105,170	7.0%	12,502	4.4%
DANCE	14	6.6%	\$141,004	9.4%	19,148	6.7%
OPERA	7	3.3%	\$171,875	11.5%	12,002	4.2%
THEATRE	1	0.5%	\$12,387	0.8%	991	0.3%
VARIETY ENTERTAINMENT	39	18.5%	\$177,141	11.8%	43,229	15.1%
NON-PERFORMANCE EVENTS (Conventions, Meetings etc.)	12	5.7%	\$47,398	3.2%	14,273	5.0%
TOTAL	211	100.0%	\$1,495,195	100.0%	286,397	100.0%

HAMILTON PLACE THEATRE
STUDIO THEATRE
YEAR END
BY TYPE OF EVENT

TYPE OF EVENT	TOTAL # OF EVENTS/ PERFORM	% OF TOTAL	TOTAL EVENT REVENUE	% OF TOTAL	ATTENDANCE	% OF TOTAL
SYMPHONIC CONCERTS	4	1.8%	\$5,720	4.6%	806	1.4%
CHORAL CONCERTS	5	2.3%	\$3,632	2.9%	836	1.5%
BAND CONCERTS	1	0.5%	\$150	0.1%	200	0.4%
POP/M. O. R.	0	0.0%	\$0	0.0%	0	0.0%
COUNTRY/WESTERN	0	0.0%	\$0	0.0%	0	0.0%
BROADWAY/REVIEW	0	0.0%	\$0	0.0%	0	0.0%
ROCK/CONTEMPORARY	0	0.0%	\$0	0.0%	0	0.0%
DANCE	2	0.9%	\$1,629	1.3%	501	0.9%
OPERA	9	4.1%	\$3,987	3.2%	2,413	4.3%
THEATRE	187	85.0%	\$102,750	82.1%	48,396	85.5%
VARIETY ENTERTAINMENT	9	4.1%	\$4,308	3.4%	1,638	2.9%
NON-PERFORMANCE EVENTS (Conventions, Meetings etc.)	3	1.4%	\$2,986	2.4%	1,794	3.2%
TOTAL	220	100.0%	\$125,162	100.0%	56,584	100.0%

HAMILTON PLACE THEATRE
GREAT HALL
YEAR END
BY ORIGIN OF EVENT

ORIGIN OF EVENT	TOTAL # OF EVENTS	% OF TOTAL	TOTAL EVENT REVENUE	% OF TOTAL	ATTENDANCE	% OF TOTAL
LOCAL/COMMUNITY	113	53.6%	\$529,685	35.4%	150,895	52.7%
PROVINCIAL	7	3.3%	\$45,444	3.0%	9,154	3.2%
NATIONAL	21	10.0%	\$139,879	9.4%	29,702	10.4%
INTERNATIONAL	70	33.2%	\$780,187	52.2%	96,646	33.7%
TOTAL	211	100.0%	\$1,495,195	100.0%	286,397	100.0%

NOTE:

LOCAL/COMMUNITY events include those from the Greater Hamilton and Burlington area.

HAMILTON PLACE THEATRE
STUDIO THEATRE
YEAR END
BY ORIGIN OF EVENT

ORIGIN OF EVENT	TOTAL # OF EVENTS	% OF TOTAL	TOTAL EVENT REVENUE	% OF TOTAL	ATTENDANCE	% OF TOTAL
LOCAL/COMMUNITY	155	70.5%	\$110,697	88.4%	42,936	75.9%
PROVINCIAL	55	25.0%	\$10,510	8.4%	11,067	19.6%
NATIONAL	4	1.8%	\$2,800	2.2%	1,885	3.3%
INTERNATIONAL	6	2.7%	\$1,155	0.9%	696	1.2%
TOTAL	220	100.0%	\$125,162	100.0%	56,584	100.0%

Page No.

NOTE:

LOCAL/COMMUNITY events include those from the Greater Hamilton and Burlington area.



Copps Coliseum

Victor K. Copps
Trade Centre/Arena

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/527-7900

COPPS COLISEUM

OBJECTIVES AND GOALS

- Provide a suitable and cost-effective environment for the facility and all programs, events, and activities.
- Provide a suitable and cost-effective environment for the facility and all programs, events, and activities.
- Provide a suitable and cost-effective environment for the facility and all programs, events, and activities.

OVERVIEW

The year 1987 was a very productive one for Copps Coliseum in that we exceeded our goals in terms of revenue and number of event days.

Copps Coliseum proved once again that indeed it is a multi-purpose facility by staging a variety of events such as: The City of Hamilton Winterfest, The Spectator Indoor Games, Moscamania, Alice Copper, N.B.A., M.S. Skate-a-Thon, Walt Disney's World On Ice, Wrestlemania III, Royal Lipizzan Stallions, Roger Waters, Grenadier Guards, Moscow Circus, commercial filming, Auto Show, John Denver, Hamilton East Lions' Rodeo, the Beach Boys, Chris Deburgh, Waylon Jennings, Minor Hockey Ringette Tournament, and of course, our complete hockey schedule.

The highlight for Copps Coliseum in 1987 was the Labatt Canada Cup international hockey series. The series itself was very exciting and the hockey experts were saying that it was the best Canada Cup since the 1972 super series. Approximately 107,000 fans attended the nine games played at Copps Coliseum and total revenue generated from all sources was approximately \$458,000.

A very tight control over operating expenditures in 1987 resulted in a budgetary surplus at the end of the fiscal year. As a result of this budgetary surplus, a decrease in the 1988 Operating Budget for Copps Coliseum in the amount of \$56,620. was submitted and subsequently approved by the HECFI Board of Directors.

OBJECTIVES AND GOALS

- Provide suitable and cost effective accommodation and facilities for all licencees, general public, staff and equipment.
- Provide leadership, work control and scheduling to maximize productivity of the work force and prioritize work in accordance with the needs and approved funds.
- Prepare facility for all events through the Events Planning Department.

- Establish and maintain effective working relationships with employees, community leaders, public officers, and prospective licencees.

The Director of Copps Coliseum believes that all of the above objectives were accomplished in 1987 through the following departments:

1. Event Planning;
2. Central Utilities Plant;
3. Administration;
4. Project Administration/Capital Projects.

ADMINISTRATION

The Director of Copps Coliseum and The Central Utilities Plant is responsible for the overall direction, control, training, and supervision of staff.

For the year 1987, the Director of Copps Coliseum managed an operations budget in the amount of \$1,727,000.

CENTRAL UTILITIES PLANT

The Director, through his staff, provided operational and maintenance services, project management, energy management, and electrical/electronic services in a very efficient and effective manner through the Central Utilities Plant.

EVENT PLANNING

The Director, through his staff, has prepared and managed 110 events in 1987 in the most efficient and effective manner. In preparation for these events, regular groups and one-on-one meetings with staff, promoters, and producers of shows had taken place to ensure the success of the events. The coordination of activities such as environmental control, technical requirements, seating plans, staffing, food and beverage, stage set-up, etc. is critical in the continuance of maintaining a first class facility.

PROJECT ADMINISTRATION/CAPITAL PROJECTS

During the past year, a number of Capital projects were initiated and completed. These projects and associated benefits and costs are itemized below:

a) Administration Office Expansion

This project allowed for the expansion of the Administration Offices so as to provide an area for the Box Office function, i.e. telephone and mail orders. Reserve space for future expansion has also been created. Total project cost \$136,600.

b) Improvements to Retail Mall

This work which is presently underway and scheduled for completion in February 1988 will provide a finished corridor throughout a section of the retail/mall area. With the completion of this corridor, efforts to lease this space will commence. Total project cost \$99,000.

c) Improvements to Arena Lighting

Improvements to the arena lighting system allow us more flexibility in providing desired light levels. Lighting intensity is more evenly distributed to the arena surface and dimming controls afford a more effective and efficient operation. Total project cost \$50,000.

d) Improvements to House Sound System

Improvements to the house sound system have resulted in increased performance, i.e. clarity and projection of this system. Additions of system components, i.e. amplifiers, mixing board, tape players has created a more versatile and professional system. Total project cost \$36,000.

e) Construction of the Hamilton Room

With the construction of the Hamilton Room, an area has been created for the exclusive use of the HECFI Board of Directors and their guests within Copps Coliseum. Total project cost \$50,000.

PROJECT ADMINISTRATION/CAPITAL PROJECTS

During the past year, a number of Capital projects were initiated and completed. These projects and associated benefits and costs are itemized below:

a) Administration Office Expansion

This project allowed for the expansion of the Administration Offices so as to provide an area for the Box Office function, i.e. telephone and mail orders. Reserve space for future expansion has also been created. Total project cost \$136,600.

b) Improvements to Retail Mall

This work which is presently underway and scheduled for completion in February 1988 will provide a finished corridor throughout a section of the retail/mall area. With the completion of this corridor, efforts to lease this space will commence. Total project cost \$99,000.

c) Improvements to Arena Lighting

Improvements to the arena lighting system allow us more flexibility in providing desired light levels. Lighting intensity is more evenly distributed to the arena surface and dimming controls afford a more effective and efficient operation. Total project cost \$50,000.

d) Improvements to House Sound System

Improvements to the house sound system have resulted in increased performance, i.e. clarity and projection of this system. Additions of system components, i.e. amplifiers, mixing board, tape players has created a more versatile and professional system. Total project cost \$36,000.

e) Construction of the Hamilton Room

With the construction of the Hamilton Room, an area has been created for V.I.P. hospitality within Copps Coliseum. This room can also be utilized for press receptions, meetings and entertaining. Total project cost \$50,000.

f) Security Office Expansion/Security System

A state of the art security system comprised of surveillance cameras and motion detectors was installed. This system, which is monitored centrally from the security office on a 24 hour - 7 day a week basis, provides for effective security control. The original security office was expanded and modified so as to provide better control over media and staff persons entering the building. Total project cost \$80,000.

g) Provision of Sun Screen, West Elevation

This work was limited in 1987 to windows bordering the west concourse licenced area. In 1988 the remaining windows along the west elevation will be covered. The drapery installed is very pleasing aesthetically and also reduces the cooling load on the building by restraining the sun's rays. Total project cost in 1987 \$10,000.

FINANCIAL ANALYSIS

MONTH	TOTAL REVENUE PER FINANCIAL STATEMENTS			TOTAL EXPENDITURES PER FINANCIAL STATEMENTS			*****MUNICIPAL CONTRIBUTION*****		
	PROJECTED	ACTUAL	OVER/(UNDER)	PROJECTED	ACTUAL	(OVER)/UNDER	PROJECTED	ACTUAL	(OVER)/UNDER
JANUARY & FEBRUARY	\$229,842	\$198,777	(\$31,065)	\$268,784	\$221,228	\$47,556	\$38,942	\$22,451	\$16,491
MARCH	\$208,094	\$323,655	\$115,561	\$181,333	\$178,970	\$2,363	(\$26,761)	(\$144,685)	\$117,924
APRIL	\$116,644	\$99,774	(\$16,870)	\$143,416	\$116,377	\$27,039	\$26,772	\$16,603	\$10,169
MAY	\$75,348	\$91,430	\$16,082	\$132,760	\$100,938	\$31,822	\$57,412	\$9,508	\$47,904
JUNE	\$84,250	\$4,036	(\$80,214)	\$139,000	\$80,693	\$58,307	\$54,750	\$76,657	(\$21,907)
JULY	\$75,172	\$39,450	(\$35,722)	\$106,493	\$98,893	\$7,600	\$31,321	\$59,443	(\$28,122)
AUGUST	\$89,069	\$145,181	\$56,112	\$119,034	\$106,058	\$12,976	\$29,965	(\$39,123)	\$69,088
SEPTEMBER	\$215,590	\$305,341	\$89,751	\$169,895	\$167,759	\$2,136	(\$45,695)	(\$137,582)	\$91,887
OCTOBER	\$271,237	\$301,741	\$30,504	\$203,387	\$188,834	\$14,553	(\$67,850)	(\$112,907)	\$45,057
NOVEMBER	\$121,203	\$167,812	\$46,609	\$139,143	\$196,776	(\$57,633)	\$17,940	\$28,964	(\$11,024)
DECEMBER	\$78,331	\$91,000	\$12,669	\$123,825	\$120,000	\$3,825	\$45,494	\$29,000	\$16,494
TOTALS	\$1,564,780	\$1,768,197	\$203,417	\$1,727,070	\$1,576,526	\$150,544	\$162,290	(\$191,671)	\$553,961

NOTE:

1. A reconciliation of TOTAL REVENUE PER FINANCIAL STATEMENTS (above) to TOTAL EVENT REVENUE shown on the YEAR-TO-DATE EVENT REVENUE REPORT is available from the Director of Finance and Administration upon request.

COPPS COLISEUM

1987

YEAR END

STATISTICAL EVENTS REPORT

=====

MONTH	***** OF EVENTS/PERFORMANCES**** OVER\ (UNDER)		***** OF EVENT DAYS***** OVER/ (UNDER)		*****ATTENDANCE***** OVER/ (UNDER)				
	PROJECTED	ACTUAL	PROJECTED	ACTUAL	PROJECTED	ACTUAL			
JANUARY	11	7	(4)	11	7	(4)	57,000	36,347	(20,653)
FEBRUARY	11	10	(1)	15	12	(3)	63,500	62,247	(1,253)
MARCH	15	24	9	18	24	6	110,500	143,242	32,742
APRIL	7	8	1	7	8	1	56,000	29,272	(26,728)
MAY	2	2	0	2	2	0	20,000	15,754	(4,246)
JUNE	0	0	0	0	0	0	0	0	0
JULY	0	6	6	0	8	8	0	64,914	64,914
AUGUST	2	7	5	2	6	4	24,000	39,822	15,822
SEPTEMBER	9	8	(1)	9	10	1	67,500	91,422	23,922
OCTOBER	20	22	2	20	24	4	144,500	117,238	(27,262)
NOVEMBER	8	12	1	8	12	4	43,000	54,438	11,438
DECEMBER	5	7	2	5	7	2	26,000	32,500	6,500
TOTALS	90	113	20	97	120	23	612,000	687,196	75,196

NOTE:

1. Number of Event Days includes Move-in/Move-Out/Rehearsal days.

COPPS COLISEUM
YEAR END
BY TYPE OF EVENT

TYPE OF EVENT	TOTAL # OF EVENTS/ PERFORM	% OF TOTAL	TOTAL EVENT REVENUE	% OF TOTAL	ATTENDANCE	% OF TOTAL
AMATEUR HOCKEY	42	37.2%	\$331,740	17.0%	155,356	22.6%
OTHER AMATEUR SPORTS	3	2.7%	\$34,376	1.8%	14,649	2.1%
PROFESSIONAL HOCKEY	11	9.7%	\$485,775	24.9%	124,169	18.1%
OTHER PROFESSIONAL SPORTS	8	7.1%	\$248,647	12.8%	67,198	9.8%
CONCERTS	8	7.1%	\$317,448	16.3%	65,730	9.6%
FAMILY SHOWS	25	22.1%	\$393,383	20.2%	163,206	23.7%
CONVENTIONS	6	5.3%	\$40,748	2.1%	64,914	9.4%
TRADE/CONSUMER SHOWS	4	3.5%	\$59,853	3.1%	18,621	2.7%
OTHER	6	5.3%	\$35,200	1.8%	13,353	1.9%
TOTAL	113	100.0%	\$1,947,170	100.0%	687,196	100.0%

COPPS COLISEUM
YEAR END
BY ORIGIN OF EVENT

ORIGIN OF EVENT	TOTAL # OF EVENTS/ PERFORM	% OF TOTAL	TOTAL EVENT REVENUE	% OF TOTAL	ATTENDANCE	% OF TOTAL
LOCAL/COMMUNITY	6	5.3%	\$58,577	3.0%	22,649	3.3%
PROVINCIAL	44	38.9%	\$322,398	16.6%	204,520	29.8%
NATIONAL	6	5.3%	\$121,726	6.3%	36,976	5.4%
INTERNATIONAL	57	50.4%	\$1,444,469	74.2%	423,051	61.6%
TOTAL	113	100.0%	\$1,947,170	100.0%	687,196	100.0%

NOTE:

LOCAL/COMMUNITY events include those from the Greater Hamilton and Burlington area.



Copps Coliseum

Victor K. Copps
Trade Centre/Arena

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/527-7900

CENTRAL UTILITIES PLANT



Copps Coliseum

Victor K. Copps
Trade Centre/Arena

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/527-7900

OVERVIEW

The Central Utilities Plant (C.U.P.) provides operational and maintenance resources relating to utility services for a number of buildings (Hamilton Place Theatre, Hamilton Convention Centre, Copps Coliseum, Art Gallery, Regional Tower, Parking Authority, Hamilton Public Library, Farmer's Market, City Hall) located in the downtown core of the City of Hamilton.

These buildings and the corresponding services provided by the C.U.P. are outlined in **Appendix 1** to this report.

The environmental systems of this building conglomerate are monitored and controlled by a centralized computer system situated at the C.U.P. This computer system is the largest of its kind in Canada and possibly North America.

Staffing of the C.U.P. Division is detailed in Appendix 2 to this report. The C.U.P. is sectionalized into three categories, i.e. Operations, Maintenance Mechanical and Maintenance Electrical. A total of 27 employees comprise the C.U.P.

YEAR END REVIEW 1987

1. CAPITAL IMPROVEMENT PROJECTS

During the past year, a number of Capital projects were initiated and completed. These projects and associated benefits and costs are itemized below:

a) C.U.P. - Chilled Water Piping Revisions

With the completion of this project, sequential operation of the two large chiller units has been afforded. This provides finer control of the chilled water production and supply and contributes to a reduction in energy consumption. Total project cost \$21,000.

b) C.U.P. - Replacement of Cooling Tower Wet Decks and Louvre Screens

This project consisted of the removal of the existing wooden wet deck and replacement with a new wet fill material for the three large cooling towers. The damaged deck previously impaired centravac operation and required excessive water to provide the necessary cooling. Improved operating conditions have been recognized along with the reduction of make-up water. Total project cost \$25,000.

c) C.U.P. - Metering

This project has been initiated and once completed will provide additional metering for the Library/Market and City Hall. The new metering system will provide accurate and precise documentation of utility usage and will establish a history of consumption patterns to allow us to distribute costs equitably and reduce overall consumptions. Total project cost \$32,000.

d) C.U.P. - Replacement of DC Batteries

This project consisted of the replacement of the existing, deteriorated battery cells for the emergency power supply requirements and was completed in the interest of safety. Total project cost \$10,000.

e) C.U.P. and City Hall - Teardown/Overhaul Centravacs

This major maintenance project was undertaken on Centravacs located at the C.U.P. and City Hall. The main bearings were replaced and the motors were inspected, cleaned and re-insulated. This work will provide us with trouble free operation of the units for seven to ten years to come and ensure that these units are operating at their maximum efficiency resulting in a reduction of energy consumption. Total project cost \$75,000.

f) City Hall - Replacement and Reconstruction of Boiler Stacks

This project did not provide any appreciable energy savings or improvements to our operation, however, the work was required due to the deteriorated state of the old stacks. Through design changes, we were able to feed both boilers into one stack which reduced the reconstruction costs considerably. Total project cost \$14,000.

g) City Hall - Replacement of MCC Panels

This project was undertaken so as to upgrade existing components which had become difficult to locate spare parts for. Total project cost \$13,000.

h) City Hall - Tie-In to C.U.P. Building Automation System

This project is in the advanced stages of completion and once finalized will allow for the monitoring and control of HVAC components and systems located at City Hall from the C.U.P. With the connection of this mechanical equipment to the Delta 5200 Building Automation System, programming features of the D5200 system will be accessible, i.e. equipment stop/start functioning. This will afford us greater and more precise control which will in turn result in a reduction of energy costs. Total project cost \$300,000.

i) Hamilton Place - Additional 13.8KV Power Supply

This project has just recently commenced with completion anticipated in early 1988. Once completed, a second power feed to Hamilton Place will be in place which will act as a back-up and will guarantee a continuous power supply. Total project cost \$50,000.

j) Hamilton Place - Tie-In to C.U.P. Building Automation System

This project, identical in nature to item h) above, allows for the monitoring and control of building environmental systems located at Hamilton Place from the C.U.P. Greater control of environmental systems has been accomplished and a corresponding reduction in energy use has been realized. Total project cost \$269,000.

k) Hamilton Place - Humidification System

The humidification system for four of the six major air handling systems has been converted to individual steam systems. These steam humidification units require less maintenance and operate more efficiently than the units initially provided. We anticipate greatly improved comfort conditions as a result of this installation. Total project cost \$40,000.

l) Copps Coliseum - Spare Pumps for Ice Making System

Engineering design was completed for the provision of spare, standby pumps. These pumps were purchased in 1987 and will be installed in 1988. Once completed, a back-up system for the ice making plant will be provided which will allow for routine maintenance without disrupting operation. Total project cost \$10,000.

m) Copps Coliseum - Glycol Storage Tank

With the installation of the storage tank, glycol can now be removed from the piping system during the summer months. This will eliminate pressure on the system thereby reducing internal stresses and increasing the life expectancy of system components. Total project cost \$10,000.

2. ENERGY MANAGEMENT PROJECTS

In addition to the Capital Improvement Projects itemized above, a number of smaller projects were undertaken in 1987 in an effort to reduce energy consumption. These projects are listed below:

a) Copps Coliseum - Conversion of Hot Water Generation System

So as to eliminate the need to operate the large gas fired boilers for the production of domestic hot water during non-event days, three small electric hot water heaters were installed to serve the administration offices and maintenance areas. This system allows us to produce hot water as needed without heating and storing a vast quantity of hot water. Total cost \$5,500.

b) Copps Coliseum - Feasibility Study to Convert Steam Systems to Hot Water

We are in the process of investigating the feasibility of converting the existing steam heating systems to hot water. Considerable cost savings are attainable, i.e. reduced maintenance and chemical treatment, however, these savings must be compared to the conversion costs to determine whether or not this project is feasible. Total cost \$5,200.

c) Hamilton Convention Centre - Air Balancing of Fan Systems

An investigation was conducted to determine whether the existing office fan system was operating to its design potential. This investigation was limited in 1987 to one system and results uncovered many shortcomings. Minor adjustments and changes have been made and improvements in air circulation have been noticed. Total cost \$5,500.

d) Copps Coliseum - Reduction of Lighting Levels

A concerted effort has been made to reduce and/or eliminate unnecessary lighting levels at Copps Coliseum. Cleaning and security staff have been made aware of the importance of turning lights off. Energy reducing ballasts will be installed on a number of fluorescent fixtures throughout the Coliseum. Total cost \$2,000.

3. 1987 OPERATING EXPENDITURES

A very tight control over operating expenditures in 1987 has resulted in a budgetary surplus for the ten month period ending 1987 October 31. This surplus was reported at a level of \$254,300. by the Director of Finance and Administration in his report to the Board of Directors dated 1987 November 19.

It would appear that the largest single factor contributing towards this surplus of \$254,300. for the ten month period was \$110,858. in below budget energy costs. I am hoping to substantiate these noted savings in my Annual Energy Report which will be compiled after year end expenditures are finalized.

It should also be noted that extra initiative was demonstrated by the maintenance resources, i.e. mechanical and electrical in 1987. Work which was previously contracted out was assumed by the union staff resource at appreciable cost savings. We were in a position to do this in 1987 because staff took advantage of training courses and seminars offered. This has resulted in a better trained staff which is capable of performing specialized skills. It is our intention to continue this training and development in 1988.

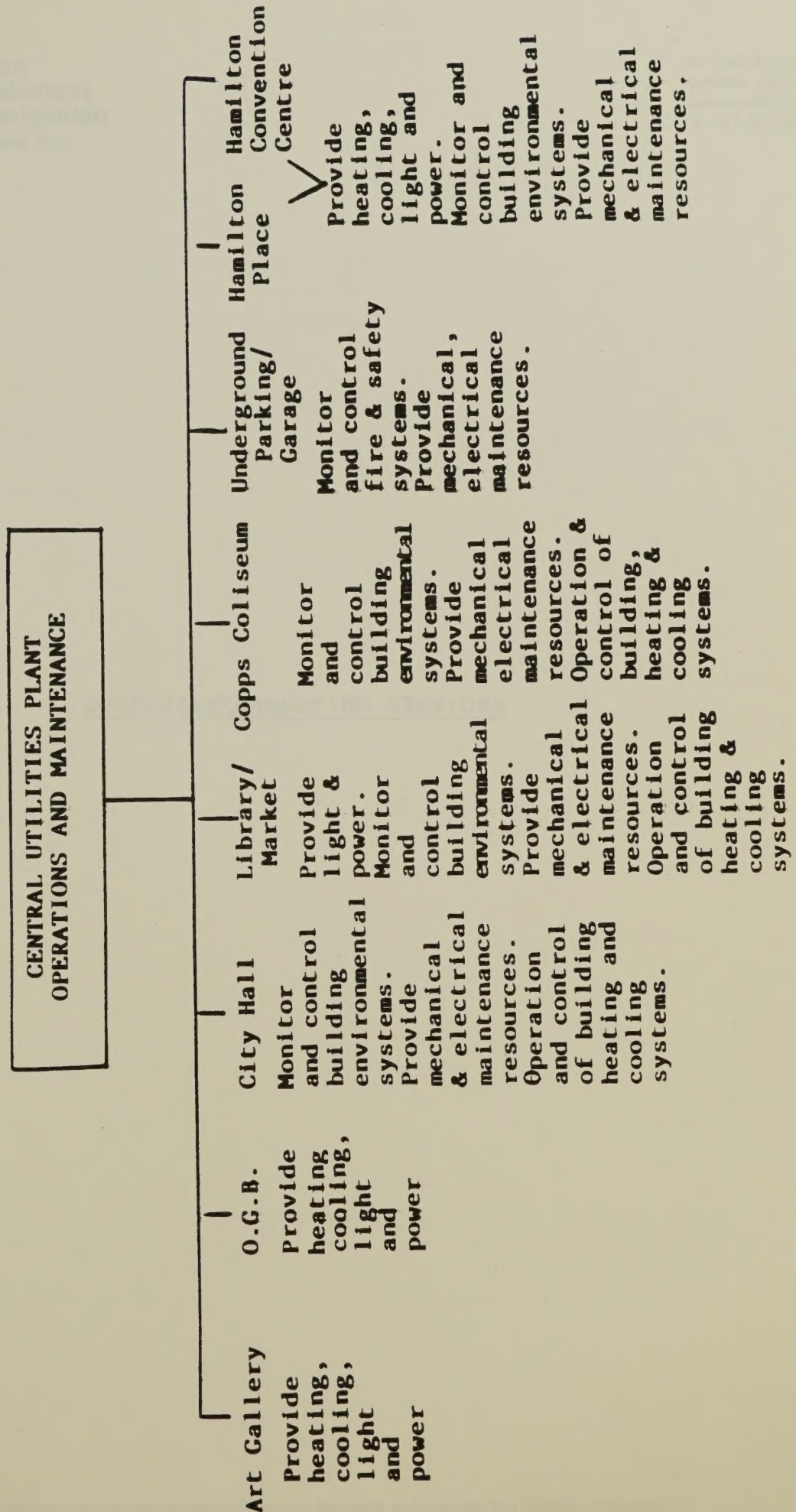
4. CENTRALIZED BUILDING AUTOMATION SYSTEM

The connection of City Hall to the centralized Building Automation System, slated for completion in February 1988, will complete an extensive endeavour to have a conglomerate of buildings controlled and monitored from one central location.

The resulting system will control and monitor a network of 2500 field points, i.e. temperature, humidity, smoke detectors; valve and damper actuators; motor starters, etc. The central D5200 computer has the ability to monitor system performance, remotely control systems equipment and keep accurate account of system operation.

In the hands of trained operators, this system is a valuable tool, ensuring maximum performance of HVAC systems thereby reducing energy consumption and equipment down time. Software programming also allows for the scheduling of equipment maintenance; equipment job tasks are delegated on a daily basis.

CENTRAL UTILITIES PLANT - PROVISION OF SERVICES





Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/527-7900

CORPORATE MARKETING SERVICES



OVERVIEW

In light of the positive performance of HECFI in 1987, pragmatists might tend to adhere to the "if it ain't broke, don't fix it" approach to marketing services in 1988.

The actual fact is that a surprisingly strong 1987 performance by the Canadian economy, the attraction of some major "one-time" events and real dedication by management and staff to the day-to-day operation of HECFI marketing compensated for the obvious problems produced by the absence of the Director of Marketing.

An "interim" marketing mechanism was put in place in mid-year to accommodate the high priorities of the 1987 marketing plan. However, other important goals could not be achieved and must be carried forward to 1988. In 1987, the "completed" marketing goals included more definitive "target" marketing and improved pre and post-sale support for events.

Because of the "interim" situation, some funds allocated to marketing services went unspent with the result that many key projects must be moved into 1988 planning.

Specifically, of the \$290,000. budget allocated for advertising, promotions and public relations in 1987, \$191,448. will be spent by December 31st, 1987. Unspent, then, was just under \$100,000.

1988 will also see the introduction of a reorganization of the HECFI marketing group, the employment of an advertising agency on an "ad hoc" or "project-by-project" basis and the addition of an advertising/promotion co-ordinator to concentrate primarily on Copps Coliseum requirements and to complement the advertising, promotion and public relations services to be provided for Hamilton Entertainment and Convention Facilities Inc. (on a corporate basis) by Alison Nicholson (Hamilton Place Theatre) and Bryan Cripps (Hamilton Convention Centre).

The practical priorities, the need for substantive market research, the strategies and a description of the media mix will be detailed in the Marketing Services section of the 1988 HECFI Business Plan.



Hamilton
Entertainment
and Convention
Facilities Inc.

101 York Boulevard
Hamilton, Ontario
Canada L8R 3L4
Tel. 416/527-7900

CORPORATE/FINANCE & ADMINISTRATION

HECFI OVERALL

CENTRAL UTILITIES PLANT



OVERVIEW

- The greatest area of centralization for HECFI has taken place in the area of Corporate/Finance & Administration.
- This area operated very efficiently and effectively in 1987.
- The Box Office/Ticket Service area is under this department. In 1987, the Box Office operated very efficiently and was well within budget expectations.
- Accomplishments in 1987 were:
 1. The implementation of Event Revenue reports for each facility providing the following invaluable information:
 - (i) a revenue breakdown by event;
 - (ii) statistics in terms of the number of events/performances, event days and attendance;
 - (iii) a comparison of the projected and actual statistics on a monthly and year-to-date basis;
 - (iv) an analysis of the type of events held (mix of business); and
 - (v) the origin of the events, i.e. - local, provincial, national or international.
 2. The selection of HECFI's micro-computer hardware (IBM compatible) and software (Word Perfect, Lotus and D.Base III in 1985 by this department, resulted in the introduction of four more micro-computers throughout HECFI in 1987. At December 31, 1987 HECFI has a total of 9 micro-computers. This department is currently involved in the introduction of 2 more micro-computers in January 1988.
 3. The monthly financial statements and its numerous schedules were computerized in 1987 thereby allowing full linkage and integration.

FINANCIAL ANALYSIS

The financial analysis for this department is as follows:

	<u>Planned</u>	<u>Actual</u>	
Revenue (i.e.-Box Office Fees & Interest	\$ 427,000	\$ 594,916	(+39.3%)
Expenditures	\$1,053,110	\$1,066,090	(1.2%)
Excess of Expenditures Over Revenue	\$ 626,110	\$ 471,174	(-24.7%)
Municipal Contribution	\$ 626,110	\$ 626,110	
Budgetary Surplus	\$ Nil	\$ 154,936	

HECFI OVERALL

A financial analysis for HECFI overall in 1987 is as follows:

	<u>Planned</u>	<u>Actual</u>	
Revenue	\$6,005,610	\$7,011,603	(+16.8%)
Expenditures	\$8,541,570	\$8,477,563	(-0.7%)
Excess of expenditures over revenue from operations	\$2,535,960	\$1,465,960	(-42.2%)
Municipal Contribution	\$2,535,960	\$2,535,960	
Operating Surplus	\$ Nil	\$1,070,000	

As indicated by the above analysis, HECFI's operating surplus of \$1,070,000 for 1987 is primarily the result of additional revenue of \$1,005,993 being earned.

C.U.P.

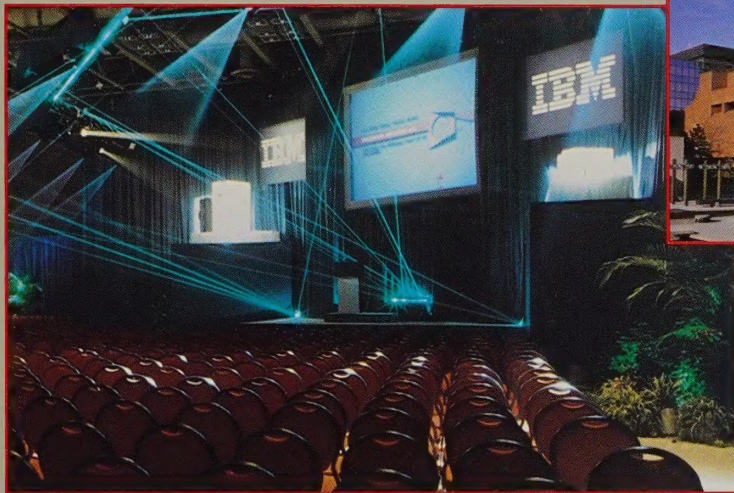
A financial analysis for C.U.P. in 1987 is as follows:

	<u>Planned</u>	<u>Actual</u>	
Expenditures (net)	\$2,489,270	\$2,256,322	(-9.4%)
Municipal Contribution	\$2,489,270	\$2,489,270	
Operating Surplus	\$ Nil	\$ 232,948	

As indicated by the above, C.U.P.'s operating surplus for 1987 is \$232,948. The largest single factor contributing towards the operating surplus of \$232,948 was \$110,000 in below budget energy costs.



**HAMILTON
ENTERTAINMENT
AND CONVENTION
FACILITIES INC.**



Hamilton Convention Centre



Hamilton Place Theatre



1987

**Annual
Report**



Copps Coliseum



Hamilton Entertainment and Convention Facilities Inc. manages and operates the Hamilton Convention Centre, Hamilton Place Theatre and Copps Coliseum on behalf of the City of Hamilton.

Table of Contents

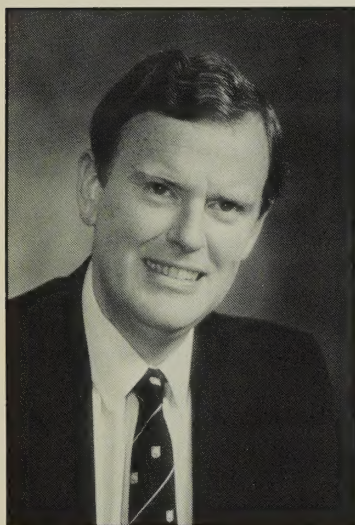
Page Numbers	Sections
3	Mayor's Message
4	1987 Board of Directors and Officers
5	1987 Standing Committees
6	Chairman's Message
7	Managing Director/Chief Executive Officer's Message
8 - 9	Hamilton Convention Centre
10 - 11	Hamilton Place Theatre
12 - 13	Copps Coliseum/Central Utilities Plant
14 - 16	Finance & Administration
16	HECFI Balance Sheet
17	HECFI Statement of Revenue and Expenditure
18 - 19	Notes to Financial Statements



DEC 14 1988

GOVERNMENT DOCUMENTS

A Message from the Mayor



Now that we are well into the third full year of operation of Copps Coliseum, I am delighted to note the great success, domestically and internationally, of this magnificent facility and the new momentum it has provided for our city since its official opening in November, 1985. The exciting entertainment attractions and sports events presented in the facility have attracted national and international attention.

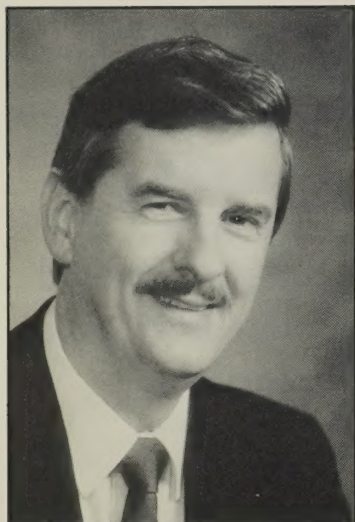
I congratulate Alderman Brian Hinkley and the HECFI Board for a job well done and look forward to serving with them as we seek to achieve even greater records of attendance, programming and financial return for all three HECFI facilities.

The Managing Director/Chief Executive Officer, Mr. Brian Conacher and the Directors and staff of the three HECFI facilities are to be congratulated for their continuing and dedicated service which has made these facilities such a success. I am sure all members of City Council join me in thanking them for their excellent work.

In honour of great entertainment, sportsmanship and hospitality, I am pleased to endorse this Annual Report of the Hamilton Entertainment and Convention Facilities Inc.

Robert M. Morrow

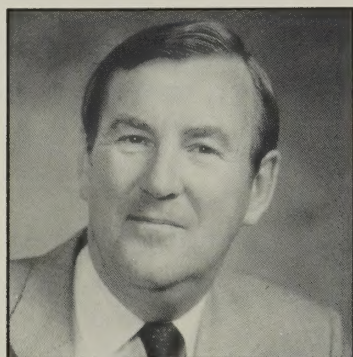
Robert M. Morrow
Mayor



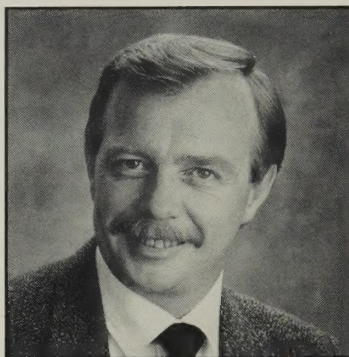
Chairman of the Board
Alderman Brian Hinkley

Hamilton Entertainment and Convention Facilities Inc.

1987 Board of Directors



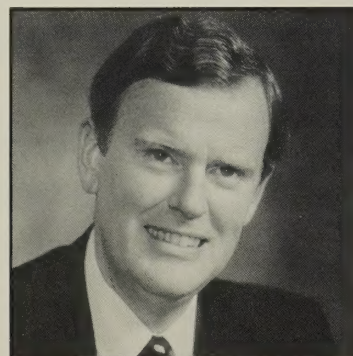
First Vice-Chairman
Mr. Terry Yates, F.C.A.



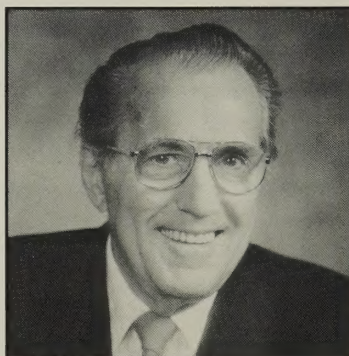
Second Vice-Chairman
Alderman John Gallagher



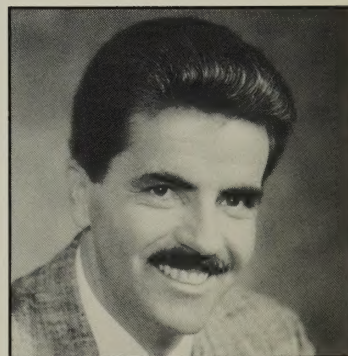
Past Chairman
Mr. David Braley



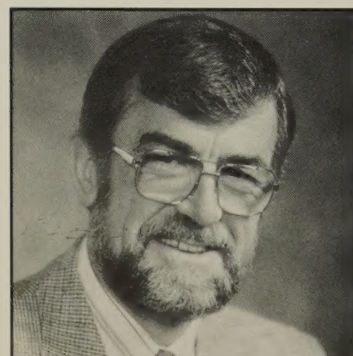
Mayor Robert M. Morrow



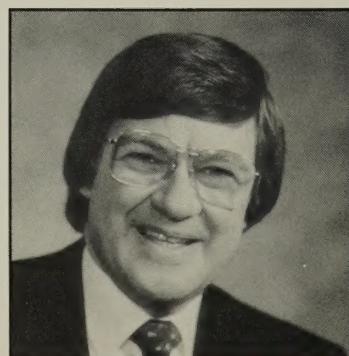
Alderman Reg Wheeler



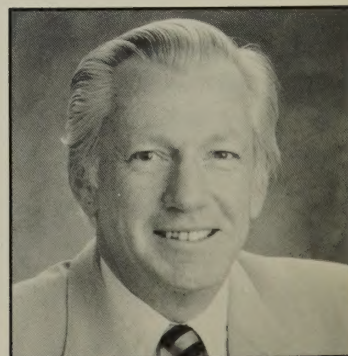
Alderman Tom Murray



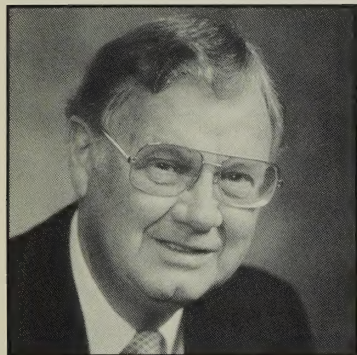
Mr. Tom Casey



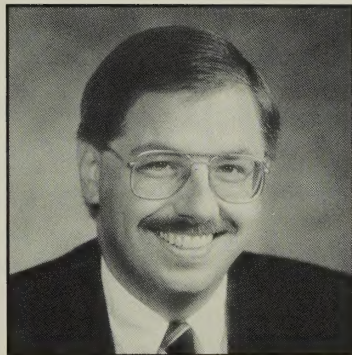
Mr. Sam Cino, F.C.A.



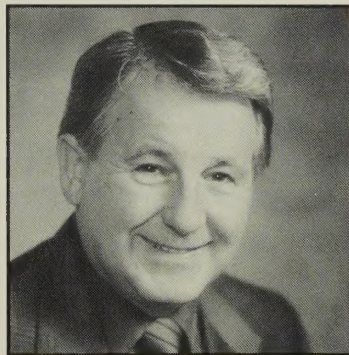
Mr. David Hector, C.A.



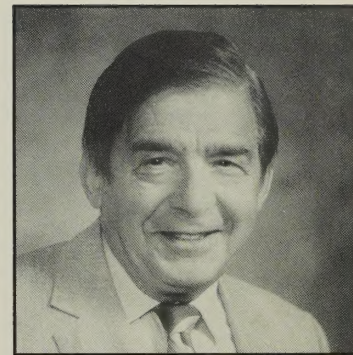
Mr. Webb McFarland, C.M.A.,
C.G.A.



Dr. Christopher K. Bart, Ph.D.,
C.A.



Mr. Duncan Beattie



Mr. Norman Levitt

1987 STANDING COMMITTEES

Audit and Finance Committee

Mr. Webb McFarland,
C.M.A., C.G.A., Chairman

Dr. Christopher K. Bart,
Ph.D., C.A., Vice-Chairman

Mr. David Hector, C.A.
Mr. Sam Cino, F.C.A.

Mr. Norman Levitt

Hamilton Convention Centre Committee

Mr. Terry Yates, F.C.A.,
Chairman

Alderman Reg Wheeler,
Vice-Chairman

Mr. Duncan Beattie
Mr. Norman Levitt

Mr. David Braley

Hamilton Place Theatre Committee

Mr. David Hector, C.A.,
Chairman

Mr. Sam Cino, F.C.A.,
Vice-Chairman

Alderman Reg Wheeler
Mr. Tom Casey

Dr. Christopher K. Bart,
Ph.D., C.A.

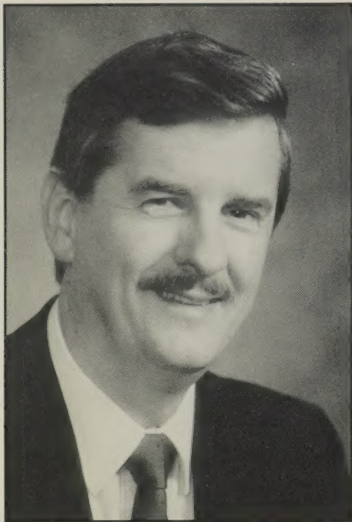
Copps Coliseum / Central Utilities Plant Committee

Alderman Tom Murray,
Chairman

Mr. Duncan Beattie,
Vice-Chairman

Mr. Webb McFarland,
C.M.A., C.G.A.
Alderman John Gallagher

Mr. Tom Casey
Mr. David Braley



Alderman Brian Hinkley
Chairman of the Board

A Message from the Chairman

1987 was a very good year for the Hamilton Entertainment and Convention Facilities Inc.

We on the HECFI team have as our mission to maximize the use of all three facilities. In so doing, we strive to provide balanced and diversified entertainment events and activities for the citizens of Greater Hamilton.

The beautiful Hamilton Place Theatre, our spacious Hamilton Convention Centre and the exciting Copps Coliseum have received steady and solid guidance through the Board of Directors. The management has succeeded in meeting and indeed exceeding this year's expectations and projections.

HECFI has also been given the responsibility for the management and operation of the Central Utilities Plant under a separate budget. Since taking over this added responsibility, various operating improvements have been instituted that have resulted in greater efficiency and cost-savings to the City of Hamilton.

The volunteer Board of Directors is composed of the Mayor, four members of City Council and nine citizens. The citizen members come from all walks of life and give freely of their advice, assistance and their valuable time. We are fortunate to have members of the Board who are competent, highly motivated and possess a strong will to reach the highest level of excellence.

It is with this in mind that I wish to express, on behalf of the Board of Directors, our sincere appreciation to two of our departing Board members.

Mr. David Hector's contribution, first with the Hamilton Place Board commencing over ten years ago and then later on the HECFI Board, speaks volumes. This man's love and passion for the Hamilton Place Theatre and the performing arts is never to be denied. His dedication and concern for the Hamilton Place Theatre and his community were always reflected in his advice, guidance and wisdom. This true gentleman will be missed.

Mr. David Braley, who has served for approximately six years on the Convention Centre Board and then later as HECFI's first Chairman,

has given more as a volunteer citizen than the people of Hamilton will ever know. Mr. Braley's practical business experience and strong personal leadership have guided both the Convention Centre and HECFI through some very difficult times. We wish him well. Thanks is not enough.

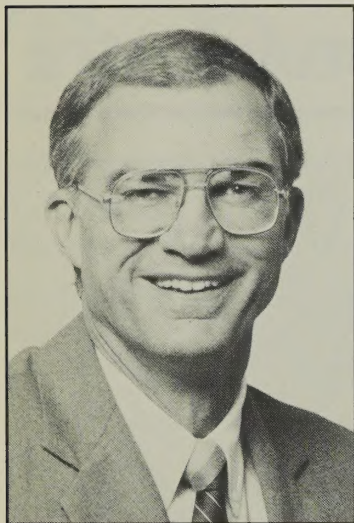
Along with the Board is our Management Team who possess the talent and know-how in the specialized areas of conventions, entertainment and the performing arts. We have built a team committed to provide the best in every way possible. Our full and part-time staff augment strength to strength.

HECFI's visible accomplishments over the past year speak for themselves. The best hockey in the world, the best in performing arts and bigger and better conventions have all been part of the excitement generated in our community.

What perhaps hasn't been as visible is the quiet, efficient and deliberate actions of people in the HECFI organization. We have reorganized the marketing efforts. We have improved communications and liaison with City Council. We have addressed several personnel and administrative matters and we continue to expand in an effort to win a place in the hearts and minds of not only Hamiltonians but many other Ontario residents. We have made tremendous inroads into the Kitchener, London, St. Catharines and Oakville areas, and indeed, all of the municipalities in Southern Ontario. In 1988, we will continue this penetration and move even further into the Toronto-centered market.

As Chairman of HECFI, I compliment all of the Board members, our management team, our staff, members of City Council for their tremendous encouragement and all Hamiltonians for their great support. We will continue to work hard to keep the respect of every Hamiltonian.

Alderman Brian Hinkley
Chairman of the Board



Brian Conacher
Managing Director/C.E.O.

A Message from the Managing Director / C.E.O.

HAMILTON ENTERTAINMENT AND CONVENTION FACILITIES INC. at the end of 1987 completed its second full year as a corporation set up to manage and operate the HAMILTON CONVENTION CENTRE, HAMILTON PLACE THEATRE and COPPS COLISEUM on behalf of the Corporation of the City of Hamilton.

The year was an eventful one from both a patron's and administrative viewpoint.

Administratively, further adjustments were made in the organization with the restructuring of the Marketing Department. Marketing facility use reverted to being primarily the responsibility of each of the facility management Directors while the support marketing services area will continue to be provided from a centralized Marketing Services Department.

The HECFI Compensation Study was completed in 1987 and, by mid-year, all HECFI permanent full-time non-union employees were classified and salary-slotted under the new HECFI Compensation Plan.

The Greater Hamilton area enjoyed a very vigorous and vibrant economy in 1987, dampened only in the last quarter by the dramatic stock market crash. To date, HECFI has not been noticeably affected by the stock market collapse and, as a result, 1987 will go into the books as a record year with an operating surplus of \$992,937.

The operating surplus was generated primarily as a result of the following contributing factors:

(i) record revenue from the HAMILTON CONVENTION CENTRE of \$2.872 million - an increase of 16.6% over 1986;

(ii) record revenue from COPPS COLISEUM of \$1,807,887 - an increase of 24.1% over 1986 in spite of being closed for almost eight weeks for the replacement of the arena floor;

(iii) actual expenditures for HECFI Marketing were approximately \$221,336 under budget;

(iv) expenditures were monitored tightly and controlled.

Approximately 1,500,000 patrons attended or participated in events and activities in HECFI facilities in 1987.

The three facilities continued to provide a full and diverse spectrum of cultural, entertainment, sport and business events for the Greater Hamilton and surrounding areas to enjoy.

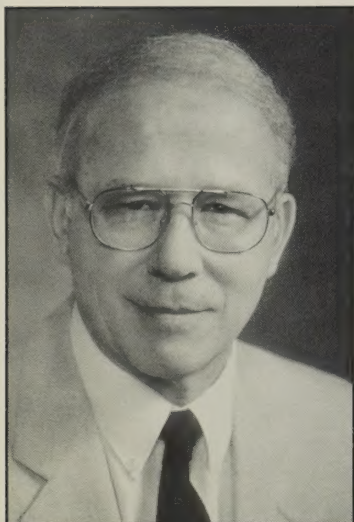
The challenge to improve and expand the use of the three facilities for the benefit of citizens in the Greater Hamilton and surrounding areas is one which management must and will continue to meet and conquer in future years.

In conclusion, HECFI management wants to express its deepest appreciation to all of those who assisted in the endeavours of HECFI in 1987. In particular, we commend the volunteer Board of Directors who have served so well. Their continued confidence and support is appreciated.

Brian Conacher
Managing Director/C.E.O.



HAMILTON
CONVENTION
CENTRE



Bill Penfold
Director of Hamilton
Convention Centre

Hamilton Convention Centre



A Special Thanks to Employees!

Left to right: Back Row - Peter
Kopatch, Sal Farrauto, Robin
Shaw, Margaret Mogford, Vince
Guglielmo, Frank Wilson
Middle Row - Nat Davidson,

Silena McEwen, Arlene
Holman, Robin Laking, Karen
Dowhan, Fritz Zwahlen,
Margaret Lees, Sam Macaluso,
Renee Velke
Front Row (seated) - Betty
Goddard, Jeannine Flett, Alan

Ginn, Cheryl Bogie, Deanna
Saville, Steve Dockman
Absent - Martha Hercus,
Dimitreous Veliotis, Jean-
Claude Savoie, Robert Racey,
Ken Campbell, Bruce McCrady,
Sam Haining, Dolores Raycraft





The Year in Review

1987 exceeded all expectations for the HAMILTON CONVENTION CENTRE. Revenues were up, percentage of space used was up and, for the first time, one of the months exceeded \$400,000. The forecast of \$2.35 million was surpassed by 22% and the \$2.872 million earned was 16.6% over 1986. November, always a busy month, had a revenue of \$420,000.

The Hamilton Convention Centre has been a real success story in that the facility has exceeded revenue budgets every year since 1982. In that year, \$1.42 million in revenue was achieved while, five years later, 1987 shows revenues doubled.

Future Sales

Sales forecasts for 1987 were also surpassed. For a budget of \$2.6 million, the Sales Department achieved approximately \$3.4 million which is 31% over budget and 35% over 1986.

Convention sales, trade and consumer shows and meetings all expanded appreciably. The Hamilton Convention Centre

held its own in large banquets and weddings when compared with 1986.

Operations

The year's success was reflected in the large number of conventions held in the facility. There were 24 events, a 20% improvement over 1986, providing approximately 50,000 delegate days with \$6 million direct spending coming into the City of Hamilton in new money which translates into a ripple effect throughout the Greater Hamilton area of \$18 million.

The Boat Show was a new trade show for the Hamilton Convention Centre in 1987 and joined such established shows

as The Home Show, The Home Improvement Show, Women's World, The Bridal Show and Festival of Friends.

Large banquets included the Canada Cup Dinner, the Football Hall of Fame Dinner, B'nai B'rith, Procter and Gamble and Dofasco.

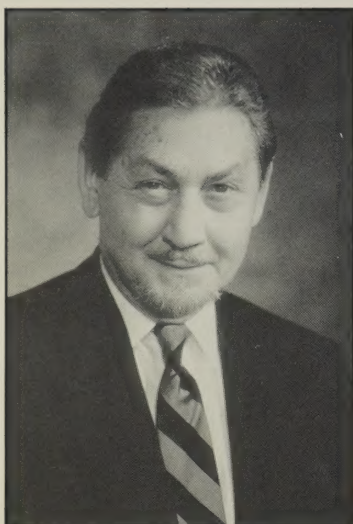
Highlight Events

Special events were numerous and included Oktoberfest (1,000 people), Festitalia (2,000), Mardi Gras, the Steeler Mile, the Holstein Cattle Auction, Wintario, the Ontario Karate Championships, Electron Microscopy Convention

(1,500), Association of Community Colleges Convention (1,000), Canadian Society of Laboratory Technologists (2,000), Christian Heritage Party Convention (1,000) and the Ontario Motorcoach Convention (700)



HAMILTON
PLACE
THEATRE



Tom Burrows
Director of Hamilton Place
Theatre

Hamilton Place Theatre



A Special Thanks to
Employees!

Left to right: Back Row
(standing) - Walter Korinowsky,
Martin Molinaro, Jean Faris,
Robert Ellison, Butch Munn,
Jim Elder, Trevor McAnuff

Front Row (seated) - Barry
Anderson, Don Stewart
Absent - Mary Howarth, Dolly
Simons, Marsha Atwood





The Year in Review

The 1987 effort to fulfill the programming mandate was highlighted by the successful presentation of three major Broadway Musicals during the previously unproductive July to Labour Day period and the notable success of the New Faces program as NEW FACES 1987 CABARET on a break-even basis. The

musicals played to 27,500 paid attendance with gross revenues in excess of \$850,000. Opera Hamilton established new highly praised artistic standards and new attendance records with their productions of ANDREA CHENIER AND LA BOHEME.

Community/Educational Programming

The annual presentation of high school students in association with the Boards of Education in a full scale musical production began in 1983. THE BOY FRIEND, an excellent production, did not achieve budgeted revenue in 1987. As an alternative to discontinuing this important community educational project, plans were approved to move the 1988 production ANYTHING GOES to Sir John A. MacDonald High School.

New Faces '87 Cabaret

This program exceeded our hopes and expectations from the standpoint of performing opportunities, the audiences addressed and the impressive number of performances - 42 successful evenings.

School Programming

An important component of the development of future audiences for Hamilton Place Theatre has been its programming for students who attend school within a thirty mile radius of Hamilton. In 1987, over 20,000 students attended performances by fifteen companies.

Career Days

Hamilton Place Theatre, in conjunction with four area Boards of

Education, presented Career Days for students interested in pursuing a vocation in music or theatre. Professionals along with educators from the post-secondary sector combine to offer their knowledge and expertise. Over twenty schools were represented.

Art Exhibitions

The Piano Nobile Lounge of Hamilton Place Theatre offers an excellent opportunity on a monthly basis to display works of local artists to the thousands of patrons who visit Hamilton Place Theatre.

Theatre Aquarius

Theatre Aquarius has been the prime tenant of the Studio Theatre since the opening of Hamilton Place Theatre in 1973. In that time, they have provided professional theatre which is second to none in Canada.

In 1987, their season of plays was highlighted by BRIGHTON BEACH MEMOIRS which played to 95% houses.

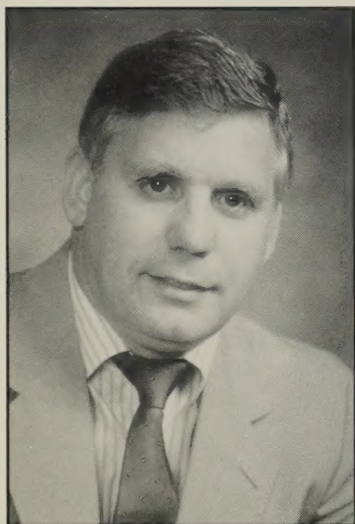
For the past fifteen years, Theatre Aquarius has conducted an annual Summer Theatre School in conjunction with Hamilton Place Theatre. The project is an important community service.

Highlight Events

Performances that will be remembered for their excellence, popularity or as an unusual opportunity for our audience include: the Hungarian National Folk Ensemble, the Soviet Army Chorus and Dance Ensemble, Tango Argentino, The Warsaw Ballet and I'm Not Rappaport. The Bach-Elgar Choir and the Hamilton Philharmonic Orchestra ended the year with sold out performances

of Handel's Messiah and the Canadian Brass with the Bach-Elgar Choir.

Individual artists of note included Charley Pride, Victor Borge, Reba McEntire, George Carlin, Bruce Cockburn and Gene Pitney. The Nylons and the Gatlin Brothers were also well received.



John Crane
Director of Copps
Coliseum/C.U.P.

Copps Coliseum / Central Utilities Plant

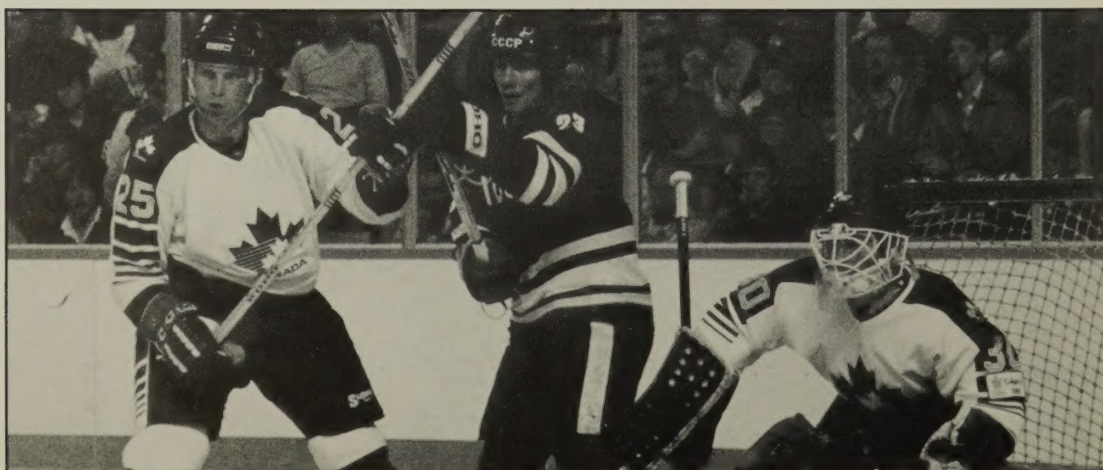


A Special Thanks to Employees!

Left to Right: Back Row - Lynn Zbucki, John Elder, Brad Calder, Bob Hamilton, John Castiglione, Herman Carte, Tom Fehr, Garnett Faulkner, Al Stokan, Bill Hockridge,

Dino Beatrice, Al Plant.
Front Row - Bill Fletcher, Leslee Stewart, Diana Nusca, Joanne Davy, Bob Desnoyers, Joe Gerrior, John Brimer, Vince Cantwell, Larry Taylor, Sonny Asaph, Bruce Picken, Jerry van den Heuvel

Absent - Joe Tsao, Dave Kelly, Bill Douglas, Chris Barnsley, Carl Capuano, George Chung, John Gorman, Nick Kapoor, Gord Lepitre, Wayne Murphy, Craig Ruscinski, Tony Scime





The Year in Review

The year 1987 was a very productive one for Copps Coliseum in that goals for both revenue and number of event days were exceeded. 110 events were staged throughout the year.

The highlight of the year was the Labatt Canada Cup international hockey series. The series itself was memorable and hockey experts

described it as the best Canada Cup since the original 1972 Canada/Soviet series. Approximately 107,000 fans attended the nine games played at Copps Coliseum.

A very tight control over operating expenditures in 1987 resulted in a budgetary surplus at the end of the fiscal year.

Highlight Events

Copps Coliseum proved once again that indeed it is a multi-purpose facility by staging a variety of events which included the City of Hamilton Winterfest, the Spectator Indoor Games, Alice Cooper, N.B.A., M.S. Skate-a-Thon, Walt Disney's World on Ice, Wrestlemania III, Hulkamania, Royal Lipizzan Stallions,

Roger Waters, Grenadier Guards, Moscow Circus, commercial filming, Auto Show, John Denver, Hamilton East Lions' Rodeo, The Beach Boys, Chris de Burgh, Waylon Jennings, John Cougar Mellancamp, Minor Hockey, Ringette Tournament and the Hamilton Steelhawks O.H.L. schedule.

Central Utilities Plant (C.U.P.)

The Director of Copps Coliseum/C.U.P., through his staff, provided operational and maintenance services, project management, energy management and electrical/electronic services through the C.U.P. C.U.P. provides services for

Hamilton Place Theatre, Hamilton Convention Centre, Copps Coliseum, the Art Gallery, Regional Tower, Parking Authority, Hamilton Public Library, Farmer's Market and City Hall which are all located in the downtown core of the City of Hamilton.

C.U.P. Operating Expenditures

A very tight control over operating expenditures in 1987 resulted in a budgetary surplus of \$282,388. The largest single factor contributing to this surplus was \$152,948 in below budget energy costs.

It should also be noted that extra initiative was demonstrated by the maintenance resources, i.e. mechanical and electrical in

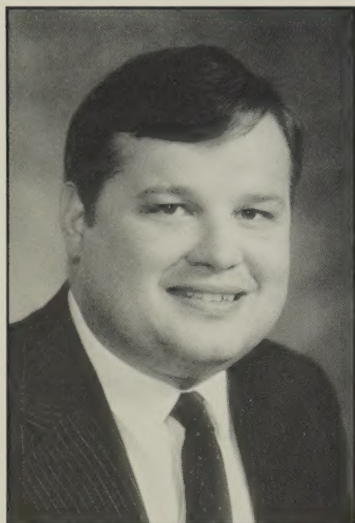
1987. Work which was previously contracted out was assumed by the union staff resource at appreciable cost savings. We were in a position to do this in 1987 because staff took advantage of training courses and seminars offered. This has resulted in a better-trained staff capable of performing specialized tasks. It is our intention to continue this training and development in 1988.

Centralized Building Automation System

The connection of City Hall to the centralized Building Automation System, slated for completion in February 1988, will complete an extensive endeavour to have a conglomerate of buildings controlled and monitored from one central location.

In the hands of trained operators, this system is a valuable tool,

ensuring maximum performance of HVAC systems thereby reducing energy consumption and equipment "down time". Software programming also allows for the scheduling of equipment maintenance; equipment job tasks are delegated on a daily basis.



John Leuser
Director of Finance and
Administration

Finance and Administration



A Special Thanks to Employees!

HECFI Corporate Marketing
Services and Finance and
Administration Departments
Left to Right: Back Row - Bryan
Cripps, Norm Marshall,

Mary Webb, David Watkins,
Arlene Wright, Rick DiFilippo,
Heidi Evans, Janie Hartwell,
Ron Wilson, Susan Bowes,
Marilyn Bowlby.
Front Row - Pat Bennett,
Alison Nicholson,

Gail McCaffrey, Karen Stanton,
Joan Mills, Patty Smith, Daisy
Auyeung, Isabelle McCain,
Colleen Spencer, Mary Murray,
Anne Moravac.
Absent - Chris Pearson

The Year in Review

The greatest area of centralization
for HECFI has taken place in the
area of Finance and Administration.

This area operated efficiently and
effectively in 1987.

Box Office

The Box Office/Ticket Service area is also
administered by this department. In 1987, the
Box Office operated well within budget
expectations due primarily to an increase of
33.1% in Box Office fee revenue over 1986.
Gross ticket sales processed in 1987 were
\$12,186,322 (1986 - \$10,052,301) which

represented an increase of 21.1% over 1986.

The centralization of the Box Office was
completed in 1987 with the relocation of the
Telephone/Mailroom operation from
Hamilton Place Theatre to larger quarters at
Copps Coliseum which is also where the Box
Office Manager is situated.



Other Finance and Administration Accomplishments in 1987

Event Revenue reports for each facility were introduced which provide the following valuable information:

- a revenue breakdown by event;
- statistics in terms of the number of events/performances, event days, attendance and revenue;
- a comparison between the projected and actual statistics on a monthly and year-to-date basis;
- an analysis of the type of events held (mix of business);
- the origin of the events, i.e. - local, provincial, national or international.

The selection of HECFI's micro-computer hardware (IBM compatible) and software (Word Perfect, Lotus and D. Base III) in 1985 resulted in the introduction of four more micro-computers throughout HECFI in 1987. At December 31, 1987, HECFI has a total of 11 micro-computers. This department will be involved in the introduction of 3 more micro-computers in 1988.

The monthly financial statements and their numerous schedules were computerized in 1987 thereby allowing full linkage and integration.

FINANCIAL STATEMENTS

Management's Responsibility For The Financial Statements

The accompanying financial statements have been prepared by the management of the Corporation who are responsible for their integrity and objectivity. To fulfill this responsibility, the Corporation maintains appropriate systems of internal control, policies and procedures to ensure that its reporting practices and accounting and administrative procedures are of high quality. The financial information presented elsewhere in this Annual Report is consistent with that in the financial statements.

Pannel Kerr MacGillivray, the Corporation's independent auditors, have reviewed the systems of internal control and

examined the financial statements in accordance with generally accepted auditing standards to enable them to express their opinion on the financial statements. Their report as auditors is set forth on the following page.

The Audit Committee of the Board of Directors, comprising directors who are not employees of the Corporation, has reviewed the financial statements, including the notes thereto, with management and the independent auditors. The financial statements have been approved by the Board of Directors on the recommendation of the Audit Committee. The auditors have direct and full access to the Audit Committee.

Brian Conacher
Managing Director/C.E.O.

John Leuser, C.A.
Director of Finance and Administration

Hamilton, Ontario
February 25, 1988



Auditors' Report

To the Board Members of The Hamilton Entertainment and Convention Facilities Inc., Members of Hamilton City Council, Inhabitants and Ratepayers of The Corporation of The City of Hamilton.

We have examined the balance sheet of The Hamilton Entertainment and Convention Facilities Inc. as at December 31, 1987 and the statement of revenue and expenditure for the year then ended. Our examination was made in accordance with generally accepted auditing standards and accordingly included such tests and other procedures as we considered necessary in the circumstances.

In our opinion, these financial statements present fairly the financial position of the corporation as at December 31, 1987 and the results of its operations for the year then ended in accordance with the accounting principles disclosed in Note 1 to the financial statements applied on a basis consistent with that of the preceding year.

Hamilton, Ontario
February 25, 1988

Pannell Kerr MacGillivray
Chartered Accountants

The Hamilton Entertainment and Convention Facilities Inc.

Balance Sheet AS AT DECEMBER 31

Assets

CURRENT	1987	1986
Imprest funds	\$ 16,500	\$ 15,500
Cash in bank	6,453	12,943
Accounts receivable	712,725	461,952
Due from City of Hamilton	267,091	184,310
Inventories (Note 2)	65,619	62,438
Prepaid expenses	36,266	38,883
Deferred charges on future shows	10,435	5,993
	\$ 1,115,089	\$ 782,019

Liabilities, Reserves and Surplus

CURRENT	1987	1986
Accounts payable and accruals	\$ 445,083	\$ 288,119
Advance ticket sales	330,784	111,764
Deposits on future rentals	141,907	90,841
Unredeemed gift certificates	113,315	107,295
	1,031,089	598,019
RESERVE FOR INNOVATIVE PROGRAMMING (Note 3)	35,000	45,000
SURPLUS	49,000	139,000
	\$ 1,115,089	\$ 782,019



The Hamilton Entertainment and Convention Facilities Inc.

Statement of Revenue & Expenditure

FOR THE YEARS ENDED DECEMBER 31

Revenue

	1987	1986
Food, beverage and concessions	\$ 2,871,964	\$ 2,347,942
Rentals, licence fees and show revenue	1,719,618	1,547,286
Recoveries	1,608,830	1,433,198
Other	811,349	661,145
	7,011,761	5,989,571

Expenditure

Operations	2,373,354	2,110,814
Food and beverage	2,058,901	1,816,201
Administration	1,664,005	1,601,067
Maintenance	1,209,222	993,968
Marketing and promotion	845,828	871,409
Box office	403,474	320,907
	8,554,784	7,714,366

Excess of Expenditure Over Revenue from Operations

1,543,023 1,724,795

Contribution from the City of Hamilton

Surplus prior year	139,000	278,000
Contribution current year	2,396,960	2,154,570
	2,535,960	2,432,570

Excess of Revenue Over Expenditure for the year

992,937 707,775

Transfer to the City of Hamilton

(Note 4)

943,937 568,775

Surplus

\$ 49,000 \$139,000



Notes to the Financial Statements

1. Significant Accounting Policies

The Corporation follows accounting principles appropriate for a not-for-profit organization. The more significant of these accounting policies are summarized below.

(a) **Rentals, Licence Fees and Show Revenue -**

Rentals, licence fees and show revenue comprise minimum rental and licence fees, negotiated percentages of box office receipts and profit or loss when the corporation acts as a promoter or co-promoter on shows.
Revenue excludes the capital improvement ticket surcharge.

(b) **Inventories -**

Inventories are valued at the lower of cost, measured on a first-in, first-out basis, and replacement value.

(c) **Fixed Assets and Depreciation -**

The land, buildings and original equipment of The Hamilton Entertainment and Convention Facilities Inc. are owned by

The Corporation of the City of Hamilton. Purchases of equipment and furnishings are charged either directly to operations in the year in which the expenditures occur, or to a capital projects reserve fund established for the purchase of fixed assets and maintained by the City of Hamilton on behalf of The Hamilton Entertainment and Convention Facilities Inc.

(d) **Reserves -**

Appropriations for reserves, if any, are included as expenditures. Payments relating to the functional purpose of the reserves are charged directly to the reserves.

The accompanying financial statements do not include the activities of two related corporations, The Hamilton Performing Arts Foundation Inc. and The Hamilton Arena/Trade Centre Foundation Inc.

2. Inventories

Inventories consist of liquor, beer, wine, food, soft drinks and tobacco supplies.

3. Continuity of Reserve for Innovative Programming

	1987	1986
Balance - beginning of year	\$ 45,000	\$ -----
Add transfer from predecessor corporations	-----	75,000
	45,000	75,000
Deduct charges during the year	10,000	30,000
Balance - end of year	\$ 35,000	\$ 45,000

4. Transfer to the City of Hamilton

At the end of the year \$ 943,937 (1986 - \$ 568,775) of the excess of revenue over expenditures for the year was returned to the City of Hamilton. The amount has been allocated to the following reserve accounts:

	1987	1986
Reserve fund for Capital Projects (see Note 5)	\$ 668,937	\$ 568,775
Special Events Subsidy Fund (see Note 5)	275,000	
	\$ 943,937	\$ 568,775



Notes to the Financial Statements

5. Other Reserve Funds

The following reserve funds have been set aside at the end of the year by Hamilton City Council on behalf of The Hamilton Entertainment and Convention Facilities Inc.

	1987	1986
Capital Improvement Surcharge Fund	\$256,147	\$430,912
Fund for Capital Projects	2,165,380	1,516,447
Special Events Subsidy Fund	318,225	182,139
	<u>\$2,739,752</u>	<u>\$2,129,498</u>

6. Other Financial Information

At December 31, 1987, The Corporation of The City of Hamilton has outstanding long-term debt of \$ 20,211,646 (1986 - \$ 21,216,667) which was incurred to acquire the buildings and original equipment of The Hamilton Entertainment and Convention Facilities Inc. The Corporation of The City of Hamilton's interest and principal repayments on this debt for

1987 were \$ 2,420,405 (1986 - \$2,523,012) and \$ 1,674,055 (1986 - \$ 1,630,254) respectively.

In addition, The Corporation of The City of Hamilton incurred estimated utility charges of \$ 675,000 (1986 - \$ 872,000) related to the operations of The Hamilton Entertainment and Convention Facilities Inc.

7. Segmented Information

The Hamilton Entertainment and Convention Facilities Inc. was incorporated without share capital under the laws of Ontario by the City of Hamilton to maintain and operate, in the public interest, the following facilities:

- Copps Coliseum (a trade centre and arena)
- Hamilton Convention Centre
- Hamilton Place Theatre (a theatre - auditorium)

The financial results by division are summarized as follows:

	Copps Coliseum		Hamilton Convention Centre		Hamilton Place Theatre		Corporate*		Total	
	1987	1986	1987	1986	1987	1986	1987	1986	1987	1986
Revenue	1,807,887	1,456,515	2,872,080	2,462,882	1,697,098	1,598,180	634,696	471,994	7,011,761	5,989,571
Expenditure	1,604,106	1,383,267	2,892,718	2,532,155	2,246,419	2,071,263	1,811,541	1,727,681	8,554,784	7,714,366
Excess of expenditure over revenue (revenue over expenditure) from operations	(203,781)	(73,248)	20,638	69,273	549,321	473,083	1,176,845	1,255,687	1,543,023	1,724,795
Contribution from (to) City of Hamilton	162,290	(153,390)	251,170	225,460	549,980	511,600	1,572,520	1,848,900	2,535,960	2,432,570
Excess of Revenue over expenditure	\$ 366,071	(\$ 80,142)	\$ 230,532	\$ 156,187	\$ 659	\$ 38,517	\$ 395,675	\$ 593,213	\$ 992,937	\$ 707,775

*The Corporate Division comprises the Marketing Department and the Finance and Administration Department, which includes the Box Office and related fees.



Hamilton Entertainment and Convention Facilities Inc. manages and operates the Hamilton Convention Centre, Hamilton Place Theatre and Copps Coliseum on behalf of The Corporation of City of Hamilton.

Phone: (416) 527-7900
FAX (416) 527-6856

ACCOPRESS® 

25070	YELLOW/JAUNE	BY2507
25071	BLACK/NOIR	BG2507
25072	BLUE/BLEU	BU2507
25073	R. BLUE/BLEU R.	BB2507
25074	GREY/GRIS	BD2507
25075	GREEN/VERT	BP2507
25077	TANGERINE	BA2507
25078	RED/ROUGE	BF2507
25079	X. RED/ROUGE X.	BX2507

MADE IN CANADA BY/FABRIQUÉ AU CANADA PAR

ACCO CANADIAN COMPANY LIMITED
COMPAGNIE CANADIENNE ACCO LIMITÉE
TORONTO CANADA

HAMILTON PUBLIC LIBRARY



3 2022 21335432 3